

# **GPEDC Draft Review Report**

## **Annexes**

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# Annex 1 Methodology, process steps and implementation arrangements for the GPEDC review

# Annex 1. Methodology, process steps and implementation arrangements for the GPEDC review

## 1. Methodology and Approach

The GPEDC review consists of two interlinked components that are referred to below as (1) **Performance review** and (2) **Governance review**. This chapter presents the respective objectives, scope and detailed approach of both review components.

### Performance review

The main objective of the performance review is to answer the question: *“to what extent has GPEDC delivered on its mandate to support the implementation of the 2030 agenda by maximising the effectiveness of all forms of cooperation for development, and how can this be improved?”* In doing so, the performance review will assess the (continued) relevance and effectiveness/impact of the GPEDC at the global and country level. Besides, the performance review set out to understand how and why the momentum (vibrancy in constituency engagement) of the partnership has changed over time. Based on these insights, the performance review aims to formulate recommendations to regain GPEDC’s momentum, and how best to retain the relevance and effectiveness of GPEDC’s performance in implementing its mandate.

Table 1 presents the more detailed design of the performance review, illustrating the specific questions and data collection methods that will be used.

Table 1 Detailed questions and data sources for performance review

Review questions/criteria	Sub-questions	Data collection / source
<b>1. In what way has the <u>momentum</u> (i.e., vibrancy in constituency engagement) of the GPEDC changed since its inception in 2012 and what explains these changes?</b>	<ul style="list-style-type: none"> <li>• How would you describe the trends/changes in constituency engagement over time since its inception in 2012?</li> <li>• What explains the changes in constituency engagement?</li> <li>• Which constituencies are most important for the GPEDC? Has this changed over time?</li> <li>• What practices should be kept and changed to maintain good constituency engagement?</li> </ul>	Interviews with co-chairs, constituency representatives engaged since 2012 and JST.
<b>2. To what extent has the GPEDC retained its <u>relevance</u> in light of important contextual changes like:</b> - <b>Adoption of the AAAA and the 2030 agenda and the subsequent diversifying forms of</b>	<ul style="list-style-type: none"> <li>• Is the GPEDC an important partnership for the attainment of the SDGs at the international level? If Yes, in what ways?</li> <li>• Is the GPEDC an important mechanism for the attainment of the SDGs at the country level? If Yes, in what ways?</li> <li>• Is the GPEDC as relevant today as it was five years ago (Nairobi conference)? What accounts for the changes?</li> <li>• Has the introduction of the Addis Ababa Action Agenda (AAAA) and the increased focus on SDG</li> </ul>	Desk study, Survey and Interviews with co-chairs and constituency representatives engaged since 2012 and JST.

<p>(international and domestic financing) for development cooperation.</p> <p>- The emergence/changing prominence of development actors, including Southern Partners, private sector/foundations, others.</p>	<p>financing changed the relevance of the GPEDC? If so, in what ways?</p> <ul style="list-style-type: none"> <li>• What are GPEDC’s main challenges in maintaining its relevance?</li> </ul>	
<p><b>3. To what extent has the GPEDC <u>effectively</u> implemented<sup>1</sup> and delivered results according to its work programmes at the global and country-level during the last two work cycles since Nairobi in 2016? (NB. It is suggested to use outputs as described in the Nairobi outcome document).</b></p>	<ul style="list-style-type: none"> <li>• Considering GPEDC’s ToC, what can be considered its main intended outputs and outcomes at the global and national levels?</li> <li>• Based on your experience for the work plan you were part of:</li> <li>• To what extent has GPEDC implemented agreed work plans with member-driven implementation models at the global level and national level?</li> <li>• What have been the key products of this (at the output level) and how does this compare to GPEDC’s intentions/commitments?</li> <li>• What explains the success and failure of GPEDC in achieving its intended results and what can be learned from that for the future?</li> </ul>	<p>Desk study, Survey and Interviews with co-chairs, constituency representatives and JST.</p> <p>Sense-making workshop</p>
<p><b>4. To what extent has the GPEDC been successful in progressing towards its intended outcomes?</b></p>	<ul style="list-style-type: none"> <li>• What have been the progress towards the outcome level and how does this compare to GPEDC’s intentions and commitments?</li> <li>• More specifically:</li> <li>• To what extent is GPEDC succeeding in <i>sharing knowledge internally (promoting mutual learning and peer learning)</i>? What accounts for success? For shortcomings?</li> <li>• To what extent is GPEDC succeeding in <i>its global monitoring and reporting</i>? What accounts for success? For shortcomings?</li> <li>• To what extent is GPEDC succeeding in <i>improving aid effectiveness at the country level</i>? What accounts for success? For shortcomings?</li> <li>• To what extent is GPEDC succeeding in <i>promoting political momentum and accountability</i>? What accounts for success and shortcomings?</li> </ul>	<p>Desk study, and interviews with co-chairs, constituency representatives and JST.</p>

<sup>1</sup> I.e. the extent to which intended outputs are delivered and progress towards desired outcomes can be observed.

<p><b>5. To what extent are the <u>GPEDC's roles</u> at the global level (standard setting, knowledge sharing, monitoring and policy advocacy) and at the country level (enable better steering of diverse development co-operation efforts to deliver on national development targets) balanced and complementary?</b></p>	<ul style="list-style-type: none"> <li>• To what extent have GPEDC's efforts at the global, regional, and national levels been balanced, and complementary?</li> <li>• How does GPEDC's success (= delivery on objectives) at the global level compares to its success at the country level and why?</li> <li>• What explains the difference and what can be learned from that for the future (role/potential of GPEDC's role or value-proposition and how could this strengthen if it is viable)?</li> </ul>	<p>Desk study and Interviews with co-chairs, constituency representatives and JST.</p>
<p><b>6. To what extent has the <u>GPEDC adapted its work</u> to the changed reality of the COVID-19 crisis and what can be learned from this in going forward?</b></p>	<ul style="list-style-type: none"> <li>• How has the GPEDC responded to the COVID-19 crisis?</li> <li>• What changes can be seen in GPEDC actions in response to the COVID-19 crisis at the global and country-level?</li> <li>• What effect did these changes make (positive or negative)?</li> </ul>	<p>Desk study and interviews with co-chairs and JST.</p>
<p><b>7. How is the <i>cost-benefit ratio</i><sup>2</sup> of GPEDC membership being perceived and to what extent and how can this be improved at both the global, regional and national level?</b></p>	<ul style="list-style-type: none"> <li>• What is the main added value of the GPEDC? How has this changed over time?</li> <li>• In relation to the five functions from the NOD, which aspects of the GPEDC do you find <i>most efficient</i>? How has this changed over time?</li> <li>• Which aspects of the GPEDC do you find <i>least efficient</i>? How has this changed over time?</li> <li>• What are the main benefits of the GPEDC <i>to your constituency</i>? How have these changed over time?</li> <li>• What are the main costs (financial and non-financial) of the GPEDC <i>to your constituency</i>? How have these changed over time?</li> <li>• What is the level of satisfaction with the perceived cost-benefit ratio and how can this be improved?</li> </ul>	<p>Desk study, Survey and Interviews with co-chairs, constituency representatives and JST.</p>

<sup>2</sup> The costs associated with taking part in the GPEDC relate to time and financial input requirements, while the benefits relate to the perceived added value that being part of the GPEDC brings (this value is expected to be varied and mostly presented in qualitative terms).

## Governance review

The main objective of the governance review is to answer the question: “to what extent and how can the functioning of GPEDC’s leadership and governance arrangements be improved?” In doing so, the governance review examines the GPEDC<sup>3</sup> by analysing the following factors:

1. **Strategy:** clear and shared ambition translated in a realistic strategy/action-plan
2. **Cooperation:** optimal use of ‘member’ contributions in line with their diversities and complementarities
3. **Steering structure:** governance structure with clear and logical distribution and coordination of responsibilities.
4. **Processes:** member-driven ways of working that ensure a results-oriented and accountable implementation of agreed action.
5. **Learning capacity:** demonstrated ability to gather and adapt to new insights.
6. **Resourcing and financing:** to what extent and how is the organization able to mobilize resources and financing which matches ambition and program?

In addition, the governance review will pay deliberate attention to the ‘active engagement in implementation action’ of GPEDC membership, using a perception analysis along with findings related to the above success factors. Given that engagement concerns the behaviour of GPEDC’s members/constituencies, this analysis will be structured using the COM-B behaviour change model<sup>4</sup>. This means that we will specifically look into how **C**apacities, **O**pportunities and **M**otivation for active engagement can be improved.

Ultimately, the governance review aims to formulate recommendations for improved governance and management arrangements that are meant to reinvigorate member engagement and performance of the GPEDC within the NOD mandate and the multi-stakeholder nature of the Global Partnership.

Table 2 presents the more detailed design of the governance review, illustrating the specific questions, signs/indicators of performance and data collection methods that will be used.

Table 2 Detailed questions and data sources for governance review.

Review Questions	Sub-questions	Data collection/ source
<b>1. To what extent are GPEDC’s ambitions clear and shared and translated into a realistic strategy/plan of action?</b>	<ul style="list-style-type: none"> <li>• To what extent is the overall goal of the GPEDC sufficiently clear and agreed upon among all relevant stakeholders?</li> <li>• To what extent has the GPEDC adequately translated its mandate in relevant and feasible work plans (e.g., Work Programmes 2017 -2019 and 2020- 2022) and member-driven implementation models (e.g., GPs, Action Areas/working groups, the Busan forum and the Learning and Acceleration program by Korea)</li> </ul>	<ul style="list-style-type: none"> <li>• Desk study of strategy documents and action plans.</li> <li>• Interviews among co-chairs and constituency representatives in the Steering committee</li> </ul>

<sup>3</sup> Cooperation Management for Practitioners – Managing Social Change with Capacity Works, GIZ GmbH, 2015

<sup>4</sup>The COM-B Theory of Change, John Mayne, 2018

<p><b>2. To what extent are the expectations from different members/constituencies clear, and are they effectively stimulated to contribute making optimal use of their respective capacities and complementarities?</b></p>	<ul style="list-style-type: none"> <li>• Are the various constituencies clear about their own and others' expected contributions?</li> <li>• Are expected contributions in line with the diverse capacities/complementarity of the various constituencies?</li> <li>• In what way are constituencies encouraged, enabled, and held accountable for their expected contributions?</li> <li>• Are actual contributions in line with expectations?</li> </ul>	<ul style="list-style-type: none"> <li>• Desk study and interviews among co-chairs, constituency representatives in the Steering committee and JST.</li> </ul>
<p><b>3. To what extent are roles, responsibilities and coordination mechanisms among the entities that make up the GPEDC (SC, Co-chairs, members, and JST) clear, logical and functional?</b></p>	<ul style="list-style-type: none"> <li>• What are essential differences in roles and responsibilities between the SC, co-chairs, and the JST?</li> <li>• To what extent is this task distribution logical, clear, efficient, and effective?</li> <li>• How would you qualify the balance of GPEDC being a member- versus secretariat-driven?</li> </ul>	<ul style="list-style-type: none"> <li>• Desk study and interviews with co-chairs, constituency representatives in the Steering committee and JST.</li> </ul>
<p><b>4. To what extent are adequate processes/models in place for planning, implementation and accountability of action at the global- and country levels?</b></p>	<ul style="list-style-type: none"> <li>• How do the main processes for planning, implementation and accountability of action look like?</li> <li>• To what extent are these processes logical, clear, efficient, and effective?</li> <li>• What have been the experiences with member-driven implementation models like GPIs, Action Areas, the Busan Forum and the Learning and Acceleration Program, and how can this be improved?</li> </ul>	<ul style="list-style-type: none"> <li>• Desk study of documented operating models and interviews with co-chairs, constituency representatives in the Steering committee and JST.</li> </ul>
<p><b>5. What is the demonstrated learning capacity (ability to make new choices based on new insights) of the GPEDC?</b></p>	<ul style="list-style-type: none"> <li>• What are examples where GPEDC demonstrated adaptation in its plans and activities?</li> <li>• What triggered these adaptations?</li> <li>• How would you rate the adaptive capability of GPEDC to new insights?</li> </ul>	<ul style="list-style-type: none"> <li>• Desk study and interviews with co-chairs, constituency representatives in the Steering committee and JST.</li> </ul>
<p><b>6. Based on the above, how can the active engagement of the diverse constituency groups in the implementation of agreed action at the</b></p>	<ul style="list-style-type: none"> <li>• What can be learned to strengthen the capacity of the diverse constituencies to actively engage?</li> <li>• What can be learned to stimulate the motivation of the diverse constituencies to actively engage?</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with co-chairs, constituency representatives in the Steering committee and JST.</li> </ul>

<b>global and country levels be optimised?</b>	<ul style="list-style-type: none"> <li>• What can be learned to create more and better opportunities for the diverse constituencies to engage?</li> <li>• What other lessons would you draw from the above?</li> </ul>	<ul style="list-style-type: none"> <li>• Sense-making workshop with key stakeholders.</li> </ul>
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## 2. Data collection methods

As can be seen from the above matrices, the review will use a variety of data collection methods including Desk-study, Key Informant Interviews (primarily on-distance, both individual and in groups), and possibly a survey (see Annex 1).

In the data collection matrix below, the information to be collected per source/stakeholder is indicated, which illustrates the line of questioning/interview protocol per stakeholder.

Table 3: an overview of stakeholders to be interviewed.

Data Source	Issues to be addressed
<b>Documents</b>	<ul style="list-style-type: none"> <li>• (continued) Relevance (Nairobi outcome document and subsequent policy documents)</li> <li>• Theory of change, overall goals, intended work programmes, implementation models, outputs, and outcomes.</li> <li>• Monitoring/progress reports reflecting implementation results and progress towards outcome and impact.</li> <li>• COVID-19 related policies, adaptations in work programmes, and documented COVID-19 impact on results.</li> <li>• Expectations from constituencies, roles and responsibilities SC, co-chairs, JST (Nairobi outcome document)</li> <li>• Documented operating procedures (work programmes, ...)</li> <li>• Documented learning approach/strategy (if any)</li> <li>• Budget and funding documents</li> </ul>
<b>Representatives of constituencies (former and current SC members)</b>	<ul style="list-style-type: none"> <li>• Performance review <ul style="list-style-type: none"> <li>○ Constituency engagement</li> <li>○ Relevance</li> <li>○ Effectiveness and Impact (perceived results at output and outcome level)</li> <li>○ Balance global and country-level efforts and results</li> <li>○ Covid-response</li> <li>○ Perceived cost-benefits partnership</li> </ul> </li> <li>• Governance review <ul style="list-style-type: none"> <li>○ Strategy</li> <li>○ Cooperation</li> <li>○ Steering Structure</li> <li>○ Processes</li> <li>○ Learning capacity</li> </ul> </li> </ul>
<b>Co-chairs</b>	<ul style="list-style-type: none"> <li>• Performance review <ul style="list-style-type: none"> <li>○ Constituency engagement</li> <li>○ Relevance</li> <li>○ Effectiveness and Impact (perceived results at output and outcome level)</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Balance global and country-level efforts and results</li> <li>○ Covid-response</li> <li>○ Perceived cost-benefits partnership</li> <li>● Governance review <ul style="list-style-type: none"> <li>○ Strategy</li> <li>○ Cooperation</li> <li>○ Steering Structure</li> <li>○ Processes</li> <li>○ Learning capacity</li> </ul> </li> </ul>
<b>Country representatives that are not (former) SC members</b>	<ul style="list-style-type: none"> <li>● Performance review: <ul style="list-style-type: none"> <li>○ Constituency engagement</li> <li>○ Relevance</li> <li>○ Effectiveness and Impact (perceived results at output and outcome level)</li> <li>○ Balance global and country-level efforts and results</li> <li>○ Covid-response</li> <li>○ Perceived cost-benefits partnership</li> </ul> </li> </ul>
<b>Regional bodies</b>	<ul style="list-style-type: none"> <li>● Performance review but focus on relevance, intentions and results in respective regions.</li> </ul>
<b>GPIs and Work programme participants</b>	<ul style="list-style-type: none"> <li>● Logic, clarity, efficiency and effectiveness of planning and implementation processes</li> <li>● The usefulness of diverse implementation models</li> <li>● Learnings from implementation processes and results</li> </ul>
<b>Academics and consultants</b>	<ul style="list-style-type: none"> <li>● (Continued) relevance</li> <li>● Impact</li> <li>● Learning capacity</li> <li>● The functionality of processes they have been involved in</li> </ul>
<b>JST Senior official</b>	<ul style="list-style-type: none"> <li>● Performance review: <ul style="list-style-type: none"> <li>○ Continued relevance</li> <li>○ Constituency engagement</li> <li>○ Effectiveness and Impact (perceived results at output and outcome level)</li> <li>○ Balance global and country-level efforts and results</li> <li>○ Perceived cost-benefits partnership</li> </ul> </li> <li>● Governance review <ul style="list-style-type: none"> <li>○ Cooperation</li> <li>○ Steering Structure</li> </ul> </li> </ul>
<b>JST working level</b>	<ul style="list-style-type: none"> <li>● Performance review: <ul style="list-style-type: none"> <li>○ Constituency engagement</li> <li>○ Effectiveness and Impact (perceived results at output and outcome level)</li> <li>○ Balance global and country-level efforts and results</li> <li>○ Covid-response</li> <li>○ Perceived cost-benefits partnership</li> </ul> </li> <li>● Governance review <ul style="list-style-type: none"> <li>○ Cooperation</li> <li>○ Steering Structure</li> <li>○ Processes</li> <li>○ Learning capacity</li> </ul> </li> </ul>

### 3. Process steps

The review process consists of four phases: inception; data collection; data analysis and sense-making; and reporting.

#### Inception

##### Kick-off meeting

After getting acquainted with the GPEDC system, governance structure and functioning, the inception phase has started with an online kick-off meeting. The GPEDC Co-Chairs, members of the Joint Support Team (JST), and all the members of the review team have participated in the kick-off meeting conducted online on 16 March 2021. This was an opportunity to introduce the review team, present and clarify the initial proposal. After the presentation of the slides by the review team, the discussion focused on clarifying the purpose of the review and understanding underlying assumptions. It was agreed that detailed discussions on expectations would be held in individual meetings between the Co-chairs and members of the review team.

##### Desk study

Parallel to the kick-off and follow up meetings, an initial desk study has been conducted to get a more comprehensive understanding of the GPEDC workplan and results.

##### Meetings

Between 16 March and 5 April, the review team has held meetings with Co-Chairs and members of the JST<sup>5</sup>. Furthermore, the team members have attended four meetings<sup>6</sup> organised in the framework of the process of review of the GPEDC monitoring system.

##### Revision of the review's approach

The information from all the above-mentioned meetings helped to further clarify GPEDC implementation and coordination arrangements, refine the focus and scope of the review and prioritise the issues to assess in the two areas of enquiry (performance and governance). A refined review approach was presented at the meeting Co-chairs meeting on the 6th of April.

During the inception phase, the review team elaborated a detailed methodological approach, which will be the basis for identifying the final list of interviewees in consultation with the co-chairs and the JST. Besides, this detailed design will guide the development of appropriate tools for data collection and has enabled the elaboration of a more detailed workplan (see below). All these documents are included in this report.

#### Data collection and processing

##### Organisation of data collection

The review team coordinated with JST to organise the data collection. This entailed the identification and mobilisation of resources, both documents and persons. The document review covered both strategic and more operational documents, including the Busan Partnership Outcome Document, the

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<sup>5</sup> DRC Co-chair, Switzerland Co-chair, JST members from UNDP and OECD.

<sup>6</sup> With: Anglophone African partners, DAC constituencies, Civil Society, and Pacific Islands countries partners.

Mexico High-Level Meeting Communiqué, the Nairobi Outcome Document, the AAAA outcome document, subsequent Work Programme documents, the monitoring reports of 2016 and the 2019 Progress Report, Co-Chair statements, relevant Steering Committee meeting results, other GPEDC publications and selected reports from other bodies that have a strong bearing on the GPEDC.

In consultation with the JST, the review team finalised the list of suggested people to interview. JST provided contact information and, when necessary, supported the review team in establishing contacts. The review team made appointments and schedule interviews.

### **Desk study**

The data collection phase began with a desk study. This included the two areas of enquiry of this review: performance and governance. Concerning the performance assessment, the desk study illustrated what was done and delivered and assessed to what extent this is in line with the GPEDC mandate. This generated output and activity level information complemented and substantiated with interviews. On governance, the desk study collected process-level information<sup>7</sup> that were complemented by interviews structured around the analytical frameworks described in section 3.2. of this report.

### **Interviews**

We conducted distant interviews with the persons included in the agreed list of interviewees. The interview provided information for both areas of inquiry (performance and governance). Table 2 (Overview of stakeholders to be interviewed) in section 3.4 of this report provides details of the issues that were addressed in interviews with different stakeholders.

### **Survey**

A survey was conducted after the desk study, among former and current SC members and the constituents they represent. This survey aimed to capture a broader generic insight into the perceived added value and efficiency of the GPEDC and was undertaken in parallel with remote interviews. This increased the survey response

### **Consolidation of findings**

The review team consolidated the findings from the desk study and the interviews/survey in the data collection matrix. This document provides a clear and concise overview of the findings organised by the review criteria and main questions and will be used as a basis for the analysis of the data.

## **Sense-making and data analysis**

### **Structuring and presentation of findings**

The review team used the data collection matrix to further investigate the findings. We will do so by asking analytical questions in relation to each criterion/review question.

### **Participatory sense-making workshop**

The review team facilitated a participatory online sense-making workshop with a small group of informed participants at (senior) technical level from each broader constituency group, selected based

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<sup>7</sup> Including selected key background documents from previous GPEDC Steering Committee meetings.

on their engagement legacy and knowledge base including from beyond the Steering Committee and with access to engagement opportunities, including through the Action Areas. During the workshop, we presented and validated the findings of the review. Together with participants, we: 1) presented and validated key findings related to the performance and governance of the GPEDC, 2) reflected on / assess findings to determine main areas of success and concerns, and 3) brainstormed about the way forward. This process enriched the strength of the conclusions and the utility of the recommendations.

## Reporting

### Draft report

The review team wrote the draft evaluation report based on the agreed outline presented in the validation workshop.

### Presentation of draft report & processing comments

Co-Chairs and JST provided one round of comments to the draft report. The comments will be provided in writing and consolidated by the JST before being shared with the review team.

### Final report

The review team will review and address the comments presented by GPEDC, prepare the final report, and submit it to GPEDC.

## 4. Implementation and cooperation arrangements

### Implementation arrangements

The assignment is led by Mr Mike Zuijderduijn, who is responsible for overall coordination, quality control and client contact. He led data collection, analysis and reporting of the governance review and the sense-making workshop.

Mr Arne Disch is a senior team member, who led data collection, analysis and reporting of the performance review.

Ms Irma Alpenidze, Mr Zephirin Selemani (based in DRC), and Ms Paola Fabbri will contribute to both the performance and governance review. Besides, Ms Alpenidze played a key role in the design and facilitation of the sense-making workshop, while Mr Selemani led data collection among Francophone stakeholders.

### Coordination arrangements

The review was carried out in close and regular consultation with the GPEDC co-chairs, who is also responsible for the endorsement of the key deliverables of the review: Inception Report, Draft and Final Review report.

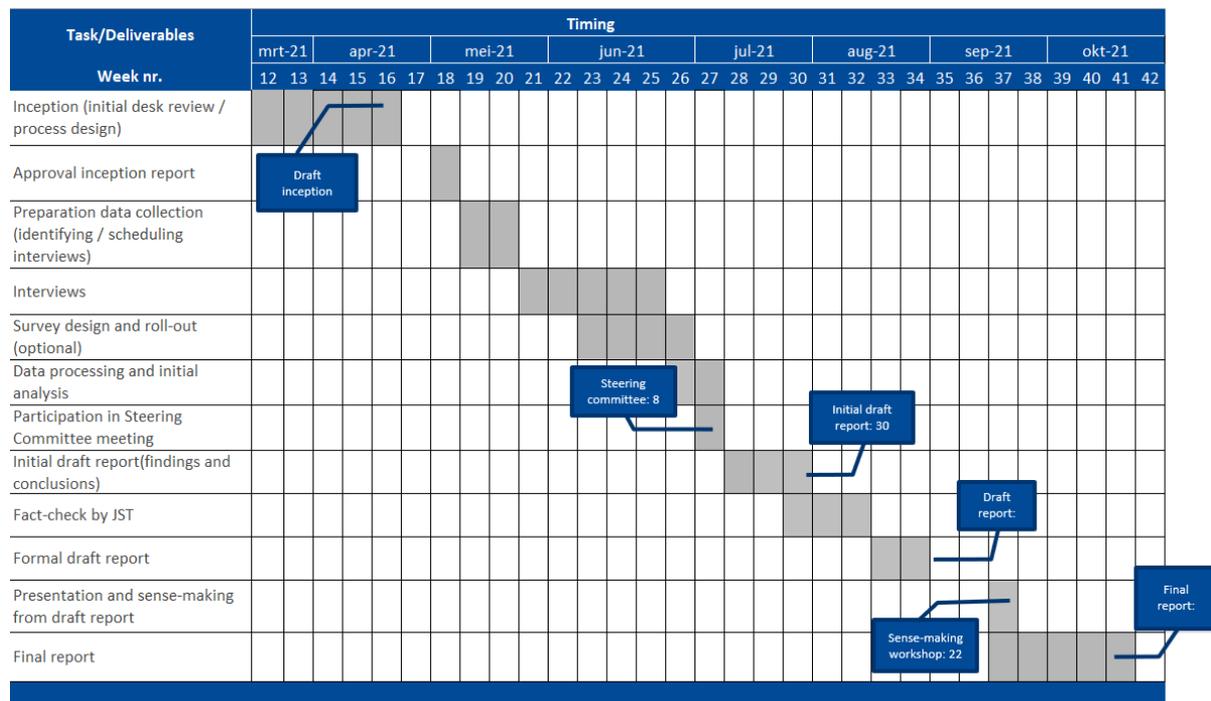
On behalf of the co-chairs, Ms Andrea Ries – Senior Policy Advisor, SDC served as the main contact person for the evaluation team on overall contractual and administrative matters.

The organisation of review activities will be coordinated with the JST, main contact person Ms Susan Rantalainen, whereby the JST is expected to provide the following inputs:

- Identifying/providing contact details of people to be contacted/interviewed.
- Formal introduction to relevant key informants, who in turn are expected to an extent their cooperation in allowing the necessary time for an interview within the foreseen time period. It is assumed that once introduced, the evaluation team will coordinate directly with the selected key informants the time and place of interviews.
- Advice on and access to relevant documentation.
- Organising the venue/platform for group meetings with the co-chairs (i.e., inception, debriefing and sense-making) throughout the assignment
- Distribution of the draft and final report and consolidation of comments on the draft report.

## 5. Time schedule

The review started at the beginning of March 2021 and upon approval of this inception report, data collection will start and continue till early June, followed by a sense-making workshop in mid-June. Subsequently, findings will be processed into a draft report by the end of June, which will be presented for comments in early July. After this, the report will be finalized by the end of July incorporating a set of consolidated comments from the GPEDC (see visual of the tentative time schedule below).



# Annex 2 List of GPEDC Review respondents

## Annex 2. List of GPEDC Review respondents

#	Category, constituency	Organisation	Name, Title
1.	Academia	EWHA University	Jisun SONG
2.	Academia	Centre for Policy Dialogue, Bangladesh	Deb Bhattacharya
3.	Academia	DIE (German Development Institute)	Dorothea Wehrmann
4.	Academia	DIE (German Development Institute)	Heiner Janus
5.	Academia	Independent	Jonathan Glennie
6.	Academia	The University of Cambridge	Jack Taggart, Research Associate
7.	Academia	Independent	Talaat Abdel Malek
8.	Civil society	ActionAid Italy	Luca De Fraia, Deputy Secretary-General
9.	Civil Society	CSO Partnership for Development Effectiveness (CPDE)	Matthew Simonds, Policy and Advocacy officer
10.	Academia	Catherine Anderson, team lead, EIP - Effective Institutions Platform	Catherine Anderson, team lead, EIP - Effective Institutions Platform
11.	Academia	Aid Watch Canada	Brian Tomlinson, Executive Director
12.	Academia	Task Team on CSO Development Effectiveness and Enabling Environment	Jacqueline Wood, former team lead, now Senior Civil Society specialist in OECD
13.	Academia	Task Team on CSO Development Effectiveness and Enabling Environment	Vanessa de Oliveira, Senior Policy Officer, Task Team
14.	Academia	Task Team on CSO Development Effectiveness and Enabling Environment	Sanne Huesken, Policy Officer, Task Team
15.	Current Co-chair, Development partner	Swiss Agency for Development and Co-operation (SDC)	Thomas Gass, Ambassador, Assistant Director-General
16.	Current Co-chair, Development partner	Swiss Agency for Development and Co-operation (SDC)	Andrea Ries, Senior Advisor Development Effectiveness, Focal Point Development Effectiveness

17.	Current Co-chair, Partner country	Ministry of Planning, Democratic Republic of Congo (DRC)	Herman Kakule Mukululuki, Director of Coordination for External Resources
18.	Current non-executive Co-chair	GPEDC, Reality of Aid Africa	Meja Vitalice, Co-Chair of GPEDC, Executive Director of Reality of Aid Africa
19.	Dual Countries	Colombia	Luis Angel Roa Zambrano, Head of Triangular Cooperation at Agencia Presidencial de Cooperación Internacional de Colombia (APC-Colombia).
20.	Representative of provider	European Commission	Laurent Sarazin, Directorate-General for International Partnerships
21.	Former Co-chair, Development partner	Ministry of Foreign Affairs, The Netherlands	Joost Andriessen, Head of Bureau International Cooperation
22.	Former Co-chair, Development partner	Ministry of Foreign Affairs, The Netherlands	Herwig Cleuren, Programme manager Results-Based Management
23.	Former Co-chair, Development partner	DG, The Federal Ministry for Economic Cooperation and Development (BMZ), Germany	Uta Böllhoff, DG, BMZ
24.	Former Co-chair, Dual Country	Mexican Embassy, Belgium	Noel Gonzalez, Head of Chancellery
25.	Former Co-chair, Dual country	delegate to DAC	Gerardo Bracho, DAC delegate
26.	Former host of High- Level Meeting (HLM2)	National Treasury, Kenya	Monika Asuna, Chief Economist
27.	Foundations	Aga Khan Foundation (AKF)	Staci Frost, Global Lead
28.	Foundations	WINGS	Nadya Hernandez, Programme Manager
29.	GPEDC Business Leader Caucus	Digital Opportunity Trust (DOT)	Janet Longmore, the founder and CEO
30.	GPI	GPI on Results & Mutual Accountability	Jos Brand, Consultant
31.	GPI	GPI on Results & Mutual Accountability	Ingrid Plag, Consultant
32.	GPI	GPI Triangular Cooperation	Suraiya Naher, Senior adviser

33.	GPI	OECD	Nadine Piefer-Soyler, Policy Analyst
34.	GPI	IATI	Carolyn Culey, Director of Partnerships & Engagement
35.	GPI	IATI	Anna Whitson, Outreach, Partnerships and Engagement Specialist Effectiveness Group
36.	GPI	IATI	Annelise Parr, IATI Secretariat Coordinator
37.	Busan Partnership Forum and LAP	Seoul Policy Center	Stephan Klingebie, Director
38.	Busan Partnership Forum and LAP	Seoul Policy Center	Artemy Izmetiev, GPEDC Work Programme
39.	Local governments	Javier Sanchez, UEG FOGAR	Javier Sanchez, UEG FOGAR
40.	Multilateral Development Banks	Mirza Nadia Bashnin, Asian Development Bank	Mirza Nadia Bashnin, Asian Development Bank
41.	OECD	OECD DAC	Susanna Moorehead, DAC Chair
42.	OECD	OECD DCD	Jorge Moreira da Silva, DCD Director
43.	OECD	Results in Development Co-operation	Chantal Verger, team lead
44.	OECD	Results in Development Co-operation	Alejandro Guerrero, Policy analyst
45.	Parliaments	UN IPU Office	Alessandro Motter, Senior Advisor
46.	Partner Country	El Salvador	Sulay Mejia
47.	Partner Country	DG Cooperation, MoFA, Honduras	Wendy Flores
48.	Partner Country	Office of Minister attached to the Prime Minister and Secretary-General of the Cambodian Rehabilitation and Development Board of the Council for the Development of Cambodia	Huy Angtola, advisor for Minister Chhieng Yanara
49.	Partner Country	Rwanda	Innocent MUGABE, GPEDC focal point in Rwanda
50.	Partner Country	g7+ Secretariat	Mayar HABIB, Deputy Secretary General
51.	Partner Country	Peru	Hector Cortazan, Directorate for Policy and Programmes
52.	Partner Country	Nepal	Dhani Ram Sharma

53.	Partner country	National Secretariat Technique du CAED, Haiti	Mr Marc Anglade, National Coordinator of the External Aid Mechanism, Haiti
54.	Partner country	DRC	Marcel Kanda, Task Force member
55.	Provider Country	International Assistance Policy, Global Affairs Canada	Drew Smith, Director-General
56.	Provider Country	SIDA	Annika Karlsson
57.	Provider Country	MFA Sweden	Johanna Teague, Ambassador of Sweden to Rwanda
58.	Provider Country	USAID	Joan Atherton, Senior Policy Advisor for Aid Effectiveness
59.	Provider Country	Ministry of Foreign Affairs, the Republic of Korea	Geuk-hui YIM - GPEDC Focal point
60.	Regional Body - LAC	Proyecto de Integración y Desarrollo Mesoamérica	Lidia Fromm Cea, Executive Director
61.	Trade Unions	ITUC	Diego López González, Coordinator, Development Policy
62.	UNDP	Bureau for Policy and Programme Support (BPPS)	Haoliang Xu, BPPS Director
63.	UNDP	Bureau of External Relations and Advocacy (BERA)	Ulrika Modeer, Assistant Administrator and BERA Director
64.	UNDP	Bureau of External Relations and Advocacy (BERA)	Gülden Turkoz-Cosslett, BERA Deputy Director
65.	UNDP	UNDP Res Rep Bangladesh	Mie Seppo, UNDP Res Rep Bangladesh, previously RR in Malawi
66.	UNDP	UNDP Res Rep Malaysia	Niloy Banerjee, UNDP Res Rep Malaysia
67.	Action Areas Leads	EU, Switzerland, Germany, Canada, Colombia, Co-chairs, UCLG, Oru-FOGAR, Multilateral system: UNSDG; bilateral partners: TBC	Earnán Ó Cléirigh, Andrea Ries, Sarah Neumann, Joanie Turcot, Luis Angel Roa, Nathalie Vesco, Javier Sanchez, Rod Mamudi
68.	JST	OECD	Eric Bensel
69.	JST	OECD	Thomas Boehler
70.	JST	OECD	Ashley Palmer
71.	JST	OECD	Rafael Duque Figueira
72.	JST	OECD	Valentina Orru
73.	JST	UNDP	Yuko Suzuki Naab
74.	JST	UNDP	Rebekah Chew
75.	JST	UNDP	Rob Mamudi
76.	JST	UNDP	Jonas Deusch

77.	JST (former)	OECD	Robin Ogilvy
78.	JST (former)	OECD	Hanna-Mari Kilpelainen
79.	JST (former)	UNDP	Piper Hart

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# Annex 4 List of Global Partnership Initiatives (GPIs)

## Annex 4. List of Global Partnership Initiatives (GPIs)

This annex contains a list of 28 initiatives as annexed to the Nairobi Outcome Document<sup>8</sup> with an indication of the lead organisation, brief description provided and comments made by the review team members.

#	INITIATIVE	LEAD ORGANISATION	DESCRIPTION	COMMENT
BUILDING INCLUSIVE PARTNERSHIPS – CIVIL SOCIETY				
1	Civil Society Continuing Campaign for Effective Development	CSO Partnership for Development Effectiveness (CPDE)	This initiative aims to advance international standards enabling the environment for civil society organisations (CSOs) involvement in multi-stakeholder policy dialogue. Over the next years, it will aim to deliver improved CSO participation in 7 regional and 50 country development policy arenas and achieve policy gains in translating effective development co-operation and CSO positions on private sector accountability, south-south cooperation, peace and security in the particular context of these regions and countries.	CPDE was created in December 2012 in Nairobi, Kenya by 50 civil society leaders and representatives from around the world.
2	Advancing the CSO Enabling Environment & CSO	Task Team on CSO Development Effectiveness and Enabling Environment	This initiative aims to help refine Indicator Two of the GPEDC Monitoring Framework (as appropriate); produce a stock-take of the 3 <sup>rd</sup> round of GPEDC Indicator Two monitoring; further develop guidance on CSO enabling environment and CSO development effectiveness; and raise awareness and develop	Task Teak was created in April 2009 within the Working Party on Aid Effectiveness. Started as Building Block (BB) from Busan HLF-4 (2011). Associated with GPEDC in activities

<sup>8</sup> *Nairobi Outcome Document | Global Partnership for Effective Development Co-operation.* (2016, January). GPEDC. <https://www.effectivecooperation.org/content/nairobi-outcome-document>

	Development Effectiveness		capacity to support country level multi-stakeholder dialogue in relation to Indicator Two and development effectiveness principles more broadly.	related to measuring CS involvement. Also part of AAs in current programme
3	DataShift	CIVICUS, World Alliance for Citizen Participation	The DataShift initiative is helping civil society produce and analyse data, especially citizen-generated data, to drive sustainable development. It does this by building capacity, powering campaigns and improving the monitoring of government, resulting in better accountability, policies and services.	Civicus was established in 1993, no information available on GPI
4	The Big Idea: Youth-led, data-driven accountability and governance	Restless Development	A partnership to equip young people with knowledge and skills to use data to mobilise citizens' action and hold their governments accountable.	Founded in 1985 as Students Partnership Worldwide in 1985 by Jim Cogan, the Deputy Head of Westminster School. No information available on GPI
BUILDING INCLUSIVE PARTNERSHIPS – PRIVATE SECTOR				
5	Business Partnership Action: Unleashing the power of Business for the SDGs	The Partnering Initiative (TPI)	The <i>Business Partnership Action</i> will work with governments, donors, international non-governmental organisations and Global Partnerships to support the development of new and existing partnership catalysing platforms or hubs in-country that can engage business as a partner for the SDGs. It will also develop "The Partnering Academy", a major new initiative to build up the specialist skills and competencies that all sectors require to be able to collaborate effectively across sectors.	Founded in 2003. The question of how countries can systematically scale up the engagement of business as a partner in development was the subject of the 'Roadmap' report, launched in April 2014 by the UK Secretary of State, Justine Greening, at the GPEDC HLM in Mexico City. In 2016 TPI's 2 major GPIs: <b>Business Partnership Action</b> and the <a href="#">Business Roadmap: Unleashing the power of</a>

				<a href="#">Business for the SDGs</a> have merged into a single GPI: this one.
6	Guidelines for Effective Philanthropic Engagement	Network of Foundations Working for Development (netFWD), European Foundation Centre, Stars Foundation, UNDP, WINGS, support from Rockefeller Foundation	This initiative was established in 2014 to agree on a set of voluntary and non-binding Guidelines for Effective Philanthropic Engagement and apply them through country pilots in India, Mexico, Myanmar and Kenya. Going forward, it will continue its activities by organising a series of dissemination meetings in 2017 and launching a second wave of the pilots in 2017 and 2018.	Initiative was established in 2014. No information available on GPI
7	Better Than Cash Alliance	Better than Cash Alliance	The <i>Better Than Cash Alliance</i> is an UN-housed partnership of governments, private sector companies, and international organisations that accelerates the transition from cash to digital payments in order to reduce poverty, mobilise domestic resources, increase transparency and drive inclusive growth.	Created in September 2012. Its founding members were the governments of Colombia, Kenya, Peru, and the Philippines, as well as CARE, Concern Worldwide, Mercy Corps, United Nations Development Programme (UNDP) and World Food Programme (WFP). , no information available on GPI
BUILDING INCLUSIVE PARTNERSHIPS – SOUTH-SOUTH CO-OPERATION				
8	Promoting effective Triangular Cooperation	Mexico	This initiative seeks to bring together interested development actors to discuss their experiences in the establishment of guidelines and the creation of triangular cooperation frameworks that ensure country-led and country-based	Conceived as Building Block on South-South And Triangular Co-Operation at

			processes and inclusive partnerships. By forging clear and actionable guidelines that align with the development priorities of countries, it is expected that triangular co-operation will be further strengthened as an effective development co-operation modality and will result in positive outcomes for the all partners involved	Busan HLF (2011) <sup>9</sup> . In 2016 was founded as GPI by Mexico and Canada, with the support of the OECD, during the 2 <sup>nd</sup> GPEDC's HLM in Nairobi. Subsequently, Japan and the Islamic Development Bank (IsDB) joined the core group of the GPI in 2016. Active as initiative
9	Future International Cooperation Policy Network	Articulação SUL, China International Development Research Network, Participatory Research in Asia (PRIA) and the Institute of Development Studies	Commitment to engage in research based mutual learning and knowledge dissemination, interacting with governments and non-state actors to contribute to the systematisation and dissemination of existing knowledge, and the co-construction of new knowledge on development innovations from the BRICS and other increasingly influential middle-income countries.	No information available on GPI
BUILDING INCLUSIVE PARTNERSHIPS – MULTI-STAKEHOLDER PARTNERSHIPS				
10	Promoting Effective Partnering (PEP)	Collective Leadership Institute, Partnership Brokers Association, Partnerships in Practice, Partnerships Resource Centre, The Partnering Initiative	The SDGs require collaborative approaches to generate new thinking and practices. Such partnerships can be challenging. PEP's aim is to create a vibrant platform offering opportunities to learn from each other's experience or to seek support when things are not going according to plan. PEP developed an online facility with free resources, guiding questions and performance indicators for those new to partnering and those	The PEP Facility was supported by the Dutch Ministry of Foreign Affairs as co-chair of the GPEDC. Now dormant (website), last updated dating 2017

<sup>9</sup> *Busan High Level Forum on Aid Effectiveness: Proceedings*. (2011). OECD. <https://www.oecd.org/dac/effectiveness/HLF4%20proceedings%20entire%20doc%20for%20web.pdf>

			looking to improve their partnering efforts: <a href="http://www.effectivepartnering.org">www.effectivepartnering.org</a>	
11	Social Dialogue in Development	Trade Union Development Cooperation Network	The <i>Social Dialogue in Development</i> is aimed at putting forward the benefits and use of social dialogue as an instrument to contribute to the SDGs, on the basis of the Global Partnership principles and commitments. It will undertake specific research and produce a yearly report on specific themes related to social dialogue for development. The themes will be discussed in specific meetings held at least once a year.	No information available on GPI
12	Together for 2030: Partnering to Deliver a Sustainable Future for All	Every Woman Every Child initiative; the Global Partnership for Education (GPE); Sanitation and Water for All; Scaling Up Nutrition (SUN); Zero Hunger Challenge	The Every Woman Every Child initiative, the Global Partnership for Education (GPE), Sanitation and Water for All, Scaling Up Nutrition (SUN) and Zero Hunger Challenge collaborate to catalyse transformations in the way stakeholders work together – across communities and sectors – to deliver on their commitments. These core partners are committed to continue working together to facilitate a culture of effective, principled partnerships that support country-level implementation of the SDGs, generating lessons learned and engaging stakeholders across sectors and communities for impact.	No information available on GPI
CONDUCTING TRANSPARENT AND RESPONSIBLE DEVELOPMENT CO-OPERATION				
13	Additional efforts on International	International Aid Transparency Initiative	This initiative was established in 2014 to accelerate efforts to increase transparency of development cooperation and financing for development. Going forward, it will focus on	Conceived as a Building Block on Pushing the Boundaries on Transparency for Better Predictability,

	Aid Transparency Initiative		facilitating data use, particularly at country level, and improving data quality on both resources and results.	Engagement and Accountability at Busan HLF (2011). IATI established in 2014, housed in UNDP
14	Joint Programming, Managing Diversity and Reducing Fragmentation	European Commission, Germany and Uganda	This initiative supports developing country ownership and leadership by strengthening alignment with national priorities through joint programming processes. It also aims to improve management of development cooperation in line with the 2030 Agenda, by developing and implementing innovative, effective and coherent strategies to reduce fragmentation and proliferation of development initiatives and enhance complementarity and coherence of development co-operation.	Conceived as a Building Block (BB) on Managing Diversity And Reducing Fragmentation at Busan HLF-4 (2011)
15	Statement of Resolve by the National and Regional Arab development finance institutions, the Islamic Development Bank and the OPEC Fund for International Development	National and Regional Arab development finance institutions, the Islamic Development Bank and the OPEC Fund for International Development	Through this initiative, institutions of the Arab Coordination Group committed in 2014 to (i) continue and scale-up co-operation with developing countries reflecting the tenets of development effectiveness and country ownership; (ii) support the GPEDC; (iii) deepen GPEDC processes. Going forward, these institutions reiterate their commitment: to a sustained cooperation with their Partner countries, emphasising development effectiveness and support to nationally defined sustainable development goals; to follow-up on the conclusions of the second monitoring report and draw a road map with each Partner country to fill the gaps that may exist between the practices of the institutions of the group and the GPEDC indicators; to contribute to the development of South-South and triangular cooperation.	No information available on GPI

ENSURING COHERENCE BETWEEN CLIMATE FINANCE AND OFFICIAL DEVELOPMENT ASSISTANCE				
16	Partnership for Climate Finance and Development	OECD, UNDP and CPDE	The Partnership aims to foster more coherence and collaboration between the climate change and development policy communities. Its goal is to advance climate and development policy advocacy, knowledge-sharing and the matching of expertise and solutions to country needs. Its activities ultimately aim to enhance partners' capacities to: (i) mobilise additional climate finance (domestic and international, public and private); (ii) manage climate finance more effectively, efficiently, and transparently; and (iii) target and prioritise climate finance deliver towards the most vulnerable countries.	Conceived as a Building Block on Climate Change Finance and Development Effectiveness at Busan HLF-4 (2011)
FOCUSING ON RESULTS AND PROMOTING MUTUAL ACCOUNTABILITY				
17	Results and accountability	Bangladesh and Switzerland	An initiative to support knowledge sharing on Country Results Frameworks and mutual accountability at regional and country level. From 2014 to 2016, this GPI has piloted a programme generating policy advice on the use of Country Results Frameworks and its financing, based on the experiences of 20+ countries in Africa, Asia and Latin America	Conceived as a Building Block on Results and Accountability at Busan HLF-4 (2011).
MOBILISING FLOWS BEYOND OFFICIAL DEVELOPMENT ASSISTANCE				
18	Active support to "Tax Inspectors	OECD Task Force on Tax and Development	This partnership was created in 2014 to provide expert tax auditors for building audit capacity in developing countries. Going forward, it will increase deployments of experts (target	The <a href="#">Tax Inspectors Without Borders (TIWB)</a> is a joint initiative of the OECD

	Without Borders”		of 100 by 2020), broaden work to support South-South co-operation and increase the pool of experts.	and UNDP supporting countries in building tax audit capacity.
19	Endorsement of the “Principles for International Engagement in Supporting Developing Countries in Revenue Matters”	OECD Task Force on Tax and Development	Created in 2014, this initiative focused on the adoption of principles to ensure that, in order for tax reforms to be successful, support programmes are customised to fit the economic, structural, cultural, and political conditions in a country. After HLM2, this initiative will move into a new phase in which further guidance on best practice in implementing the principles will be developed, and countries encouraged to engage in voluntary reviews of their domestic resource mobilisation programmes.	OECD
20	Strengthening comparable tax statistical indicators	OECD and regional organisations	This initiative supports the construction of comparable revenue statistics in interested developing countries. Over the next two years, it will seek to expand coverage of all three of the regional publications ( <i>Revenue Statistics in Africa</i> , <i>Revenue Statistics in Asian Countries</i> and <i>Revenue Statistics in Latin America and the Caribbean</i> ) in collaboration with local partners and the European Commission while maintaining the quality, consistency and detail of the datasets. The initiative will also work to improve the dissemination and accessibility of the publication, data and findings, particularly through online user friendly tools.	OECD
21	Tax Administration Diagnostic	International Monetary Fund, TADAT Steering Committee and Belgium	An assessment tool to provide a framework for assessing the strengths and weaknesses of a country’s tax administration.	

	Assessment Tool (TADAT)			
PROMOTING DEVELOPMENT IN SITUATIONS OF CONFLICT AND FRAGILITY				
22	New Deal for Engagement in Fragile States	International Dialogue for Peacebuilding and State building	An agreement between fragile and conflict-affected states, development partners, and civil society to improve the current development policy and practice in fragile and conflict-affected states.	Conceived as a Building Block on a New Deal for Engagement In Fragile States at Busan (2011).
23	Working Group on Good Practice Principles for Value Chain Development in FCS	International Finance Corporation IFC, Clingendael Institute, Spark, Shell	This initiative aims to develop a conflict-relevant tool for accelerating value chain development and integrating local SMEs. The effort will entail developing, piloting, evaluating, refining and dissemination of practical tools for practitioners, focused on agribusiness and extractives investment in fragile and conflict affected situation.	
PROMOTING THE USE OF MULTI-DIMENSIONAL METHODS FOR MEASURING DEVELOPMENT				
24	Multidimensional poverty methodologies for effective international development co-operation that ensure no	Mexico	This initiative will seek to: (i) improve international development cooperation effectiveness through multidimensional measurements; (ii) contribute to the monitoring and follow-up of the 2030 Agenda core principle of leaving no one behind endorsed by the GPEDC, (iii) encourage Knowledge Sharing on multidimensional approaches.	

	one is left behind			
STEPPING-UP EFFORTS AT REGIONAL AND COUNTRY-LEVEL				
25	Agricord	AFDI, Acodea, Agriterra, AHA, Asiadhrra, ASPRODEB, CSA, FFD, Fert, WeEffect, Trias, UPA-DI	An initiative to carry out capacity building projects for professional farmers' organisations in developing countries.	
26	Platform for Regional Integration Development Effectiveness	Inter Governmental Authority on Development (IGAD) and Inter Regional Coordinating Committee (IRCC)	A forum for facilitation; partnerships; guidance; region's capacity; regional diplomacy skills.	
STRENGTHENING DEVELOPING COUNTRY OWNERSHIP				
27	Effective Institutions Platform	Effective Institutions Platform	This GPI is an alliance to support country-led and evidence-based policy dialogue, knowledge sharing and peer learning on public sector management and institutional reform.	Conceived as a Building Block on Effective Institutions and Policies at Busan HLF (2011). At present the alliance is active but does not function as GPI
28	The role of local and regional governments in	United Cities and Local Governments (UCLG), UCLG Africa, CEMR PLATFORMA (European	This initiative aims to strengthen the active involvement of local and regional governments in the definition, implementation and delivery of the SDGs at national and local levels by promoting a multi-stakeholder and multilevel	

	effective development	voice of local and regional authorities for development),Commonwealth Local Government Forum, International Association of Francophone Mayors, European Commission	approach to nurture a territorial approach to local development as a way to contribute to the Global Partnership and to the effective development agenda (contributing to SDG16 and SDG 17, among other SDGs).	
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